Testimony of the National Capital Region
Subcommittee on Oversight of Govt. Management; the Federal Workforce; and the District of Columbia
Public Hearing: Securing the National Capital Region: An Examination of the NCR's Strategic Plan

**Governments of the District of Columbia,
The Commonwealth of Virginia,
The State of Maryland, and the
Office of National Capital Region Coordination**

National Capital Region's Homeland Security Senior Policy Group

Joint Testimony of
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*Securing the National Capital Region:
An Examination of the NCR's Strategic Plan*

Subcommittee on Oversight of Government Management, the
Federal Workforce, and the District of Columbia
**Senator George V. Voinovich, Chair
Senator Daniel K. Akaka, Ranking Member**

September 28, 2006

Room SD 342
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Mr. Chairman, Mr. Ranking Member and members of the Subcommittee thank you for the opportunity to appear today to once again discuss our updated Strategic Plan and preparedness in the National Capital Region (NCR) [1]

We have submitted our joint written testimony for the record. As stated in our written testimony from earlier hearings before the Subcommittee, it is in the continuing spirit of cooperation between Virginia, Maryland and the District of Columbia that we chose to submit joint written testimony. We share goals, ideals and commitment to the safety and security of the NCR that transcend the political boundaries defining the geography of our region.

As you suggested in our last meeting, we are here today to celebrate the completion of our update to our Strategic Plan. We made a commitment to the Subcommittee to complete the update to the Strategic Plan by August 2006. We are pleased to be here today to tell you it has been accomplished. The Strategic Plan is the most recent and most visible manifestation of our continuing commitment to work together to make the region safe against all hazards.

We are pleased that the Committee has invited one of our local government colleagues to address the Committee today on the role our local government partners have played in the design; development; socialization; and implementation of the plan update. Hundreds of local government officials and employees have contributed to and shaped this update. We could not be here today without the support and active participation of our chief administrative partners, the Chief Administrative Officers of our constituent local governments.

There are many players in our decision-making process in the National Capital Region. We represent the Senior Policy Group; The District of Columbia Mayor's Office, the Virginia Governor's Office, the Maryland Governor's Office, and the Office of National Capital Region Coordination. The local jurisdictions are represented by the Chief Administrative Officers (CAO), the State Administrative Agency (SAA), the Metropolitan Washington Council of Governments (COG), and the Regional Programmatic Working Groups and Emergency Support Functions. Other stakeholders involved in the process include citizen community groups, non-profit and non-governmental and for-profit groups. The plan update is the product of the collaborative work of this group of partners.

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[1] Title 10, United States Code, Section 2674 (f)(2) provides the following definition:
   The term "National Capital Region" means the geographic area located within the boundaries of (A) the District of Columbia, (B) Montgomery and Prince Georges Counties in the State of Maryland, (C) Arlington, Fairfax, Loudoun, and Prince William Counties and the City of Alexandria in the Commonwealth of Virginia, and (D) all cities and other units of government within the geographic areas of such District, Counties, and City.

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There are many touch points between these players. The CAOs have monthly Homeland Security Committee meetings at the Council of Governments, the ESFs and Programmatic Working groups meet regularly, and there is an Emergency Preparedness Council (EPC) made up of elected officials, COG committee representatives, the SPG, state departments of transportation officials, federal players including the commander of the Joint Force Command for the NCR, and other stakeholder group representatives.

One of our final hurdles in getting this plan before you today was the adoption of the updated plan by the EPC. On September 13, the EPC unanimously adopted the plan before you today.

In the real world of all hazards preparedness, response, mitigation, and recovery, one truth is that all responses start as local responses. The resources needed to respond to, prepare for, and recover from any hazard, man made or otherwise start as local resources. We all know how vitally important it is that local responders and others in the continuum of response understand their roles and responsibilities. Our local government partners embrace the need to communicate, cooperate, collaborate, and effectively execute our strategies and tactics in the face of any threat that can only come from joint training and exercises and the development of joint and regional strategies in a tightly integrated fabric of preparedness.

Today we will provide an overview of our plan. We will focus on our current and future efforts to provide reliable communications interoperability for our first responders and highlight the formidable costs associated with solving the problems of communications interoperability at the state and local level. We will also share our strategy about how we intend to measure the success of our goals and initiatives; the milestones necessary to make sure that we stay on target in advancing these initiatives; and who is ultimately responsible and accountable for each project and initiative as distinct elements of our overall homeland security and all hazards program.
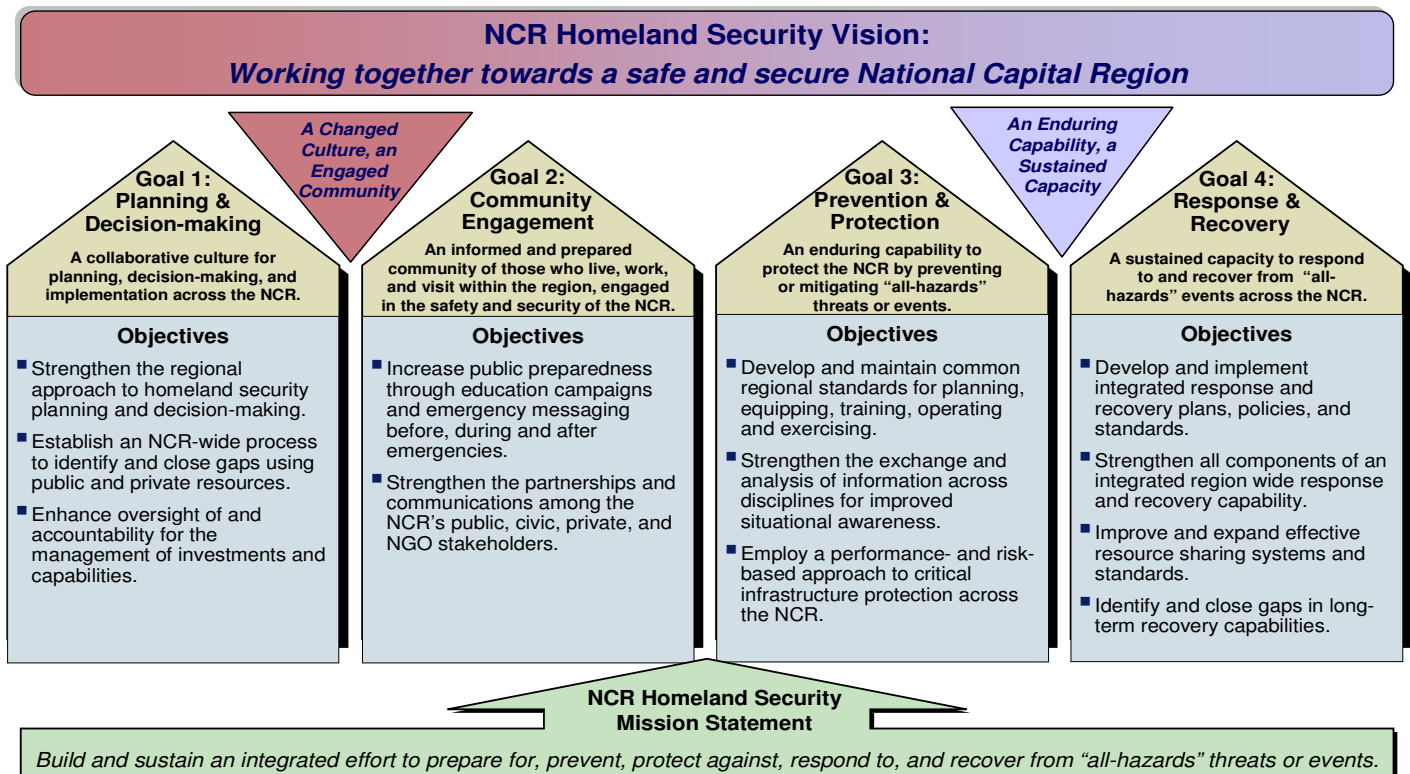
Plan Overview

It is important for the record to be clear about what this plan is and what it is not. The Plan is a forward looking document designed to guide future decision-making at the regional and local level. It is a framework for policy making and it is also a tool for tracking our progress in increasing our capabilities and closing the gaps in our overall preparedness. It is not an operational plan. The NCR is not an operational entity. Its constituent parts; cities; counties; and state governments all have operational plans and procedures that guide their responses to events and all hazards.

This Strategic Plan addresses homeland security challenges by defining Goals and Objectives for the entire Region for the next three to five years, and by implementing a series of priority and secondary Initiatives over the next three years. In addition, the Plan defines a set of overarching themes and Guiding Principles that shape and guide its implementation.

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During the process of developing the Strategic Plan, NCR Partners identified four major themes that eventually took the form of four strategic Goals. These themes identified the need for:

1. A **changed culture** that emphasizes more collaboration among all the NCR Partners;

2. An **engaged community** that is well informed and takes responsibility for its own safety and security;

3. An **enduring capability** in place that serves the NCR's preparedness needs over the long-term; and

4. A **sustained capacity** to respond and recover from any major event on any scale.

The diagram below taken from our Plan depicts the relationship of our overall vision with our underlying mission and the pillars upon which our decisions about priorities and initiatives and projects may receive funding.

NCR Homeland Security Vision:
Working together towards a safe and secure National Capital Region

A Changed Culture, an Engaged Community

An Enduring Capability, a Sustained Capacity

Goal 1:
Planning & Decision-making

A collaborative culture for planning, decision-making, and implementation across the NCR.

Objectives
- Strengthen the regional approach to homeland security planning and decision-making.
- Establish an NCR-wide process to identify and close gaps using public and private resources.
- Enhance oversight of and accountability for the management of investments and capabilities.

Goal 2:
Community Engagement

An informed and prepared community of those who live, work, and visit within the region, engaged in the safety and security of the NCR.

Objectives
- Increase public preparedness through education campaigns and emergency messaging before, during and after emergencies.
- Strengthen the partnerships and communications among the NCR's public, civic, private, and NGO stakeholders.

Goal 3:
Prevention & Protection

An enduring capability to protect the NCR by preventing or mitigating "all-hazards" threats or events.

Objectives
- Develop and maintain common regional standards for planning, equipping, training, operating and exercising.
- Strengthen the exchange and analysis of information across disciplines for improved situational awareness.
- Employ a performance- and risk-based approach to critical infrastructure protection across the NCR.

Goal 4:
Response & Recovery

A sustained capacity to respond to and recover from "all-hazards" events across the NCR.

Objectives
- Develop and implement integrated response and recovery plans, policies, and standards.
- Strengthen all components of an integrated region wide response and recovery capability.
- Improve and expand effective resource sharing systems and standards.
- Identify and close gaps in long-term recovery capabilities.

NCR Homeland Security Mission Statement

Build and sustain an integrated effort to prepare for, prevent, protect against, respond to, and recover from "all-hazards" threats or events.

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One Vision

The Strategic Plan envisions *"a safe and secure National Capital Region"* and commits the NCR Partners and all Regional jurisdictions to continue ***working together*** to reach it.

One Mission

As representatives of our jurisdictions and other organizations, and as stewards of the Region's safety and security, it is our responsibility to **"Build and sustain an integrated effort to prepare for, prevent, protect against, respond to, and recover from 'all-hazards' threats or events."** This is the Mission of our Strategic Plan that empowers us to accomplish our Objectives, reach our Goals, and eventually realize our Vision.

The National Capital Region's legacy of working together spans the test of time

Working together to success is hard work. It requires a commitment to excellence that transcends local politics and turf control. It means on a very practical day to day level leaders and first responders must be willing to change tactics and strategy based upon the lessons learned through joint exercises and training.

The NCR history predates the events of September 11, 2001 but clearly received a very tangible boost in August 2002 when the Governors of Maryland and Virginia came together with the Mayor of the District of Columbia to agree to what has become know as the Eight Commitments to Action to improve coordination in preventing, preparing for and responding to a terrorist incident.

At the highest level, our governance structure starts with the Governors and the Mayor and works through the Senior Policy Group in collaboration with the Chief Administrative Officers of the region and the members of the Regional Emergency Preparedness Council.

The Strategic Plan demonstrates our ability, working together, to leverage the best of our local strengths with our ability to execute across local and state jurisdictional lines to share information, synthesize data, prioritize transportation flows, track health and infectious disease movement, and mitigate all hazard risks.

But we know, as important as the Strategic Plan is, the day to day work of our first responders truly reflects the success of the region. It is our responsibility to make sure they have the resources—in equipment, in planning, in training, and in support from policy leaders—they need to succeed.

Since 2001, our constituent jurisdictions have improved exercise and training programs by thinking regionally. All training courses utilizing UASI funding, no matter the jurisdiction are open to all regional stakeholders. Over the past few months, courses in the region offered on Continuity of Operations Planning, the National Incident Management System, Response to Biological Incidents, and Preventing and Responding to Suicide Bombing often find more participation from State, Local and Federal

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responders outside the offering jurisdiction than in the jurisdiction.

Participation from different jurisdictions and different levels of government often allows the course to become more realistic, because multiple jurisdictions and agencies are likely to respond to a significant event. The training events also allow responders to share information with their counterparts, facilitating identification and adoption of best practices to be identified and implemented throughout the region.

In 2004, the Senior Policy Group created the Exercise and Training Oversight Panel (ETOP) made up of representatives across the region to:

- Create an exercise schedule and coordinate exercises and training that engage the entire region; and
- Integrate training standards and approaches across the region to reflect national and NCR strategy requirements

ETOP tracks not just local or state exercises, but also works to coordinate all public, private, federal and Department of Defense and emergency preparedness exercises across the Region.

Examples include the Amtrak Exercise a few weeks ago at Union Station, an Interoperability Exercise held with response agencies from 17 local jurisdictions on September 12th, the Washington Metropolitan Area Transit Authority Exercise on September 17th and a full field exercise with law enforcement, fire and emergency medical services, and health responders a few blocks away at RFK on September 21, 2006.

ETOP has initiated training for several regional systems implemented in the past 3 years. One such system, WebEOC, allows communication centers across the region to manage an incident and obtain a level of regional situational awareness. Training has been offered and attended by responders, decision making officials and emergency operation center staff for all levels of government and the Joint Force Command in the NCR.

We continue to meet to address such priorities as regional and local evacuation and shelter plans; regional and modal specific transportation priorities; communications plans and public awareness campaigns all designed to address specific gaps in our readiness and prepare to mitigate the consequences of any threat in our region. The strategic plan is specifically designed to be a living document which will change with the lessons learned and changes to local and regional priorities gained through our local working groups and public input.

How do we begin to measure the success of our working together over the past five years?

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- **Enhanced Interoperable Communications**
  The National Capital Region (NCR) is building an integrated, interoperable
  system for communications and information sharing — that is both wireless and
  fiber-optic. The region will install a secure, wireless network which will allow
  local, state and federal public safety personnel to exchange data, including video.
  The region's emergency operations centers also are being connected by a high-
  speed fiber-optic network to guarantee connectivity during a disaster. First
  responders have expanded radio communications capabilities, including
  underground in METRO tunnels.

- **Emergency Alerts and Notifications to the Public**
  Residents in every NCR jurisdiction can sign up for free, text-alert systems from
  local governments that provides emergency alerts and notifications. This system
  delivers real-time information to cell phones, pagers, e-mail accounts and PDAs.
  NCR governments deliver warnings through Reverse 9-1-1, an automated, non-
  subscription system that calls cellular and landline telephones with voice alerts
  and warnings.

- **Public Education on Disaster Preparedness**
  The "Be Ready. Make a Plan." Campaign educated NCR residents on the basic
  actions they can take to prepare for an emergency. This regional campaign
  increased public awareness, with more than 50 percent of residents seeing or
  hearing the preparedness message. The campaign distributed more than 1.25
  million wallet-sized, personal preparedness plans and trained more than 48,000
  residents on how to prepare. The region is also educating children to prepare for
  disasters, using the American Red Cross' "Masters of Disaster" curriculum. More
  than 23,000 teachers have been trained to teach this curriculum, and it has been
  distributed to more than 1,059 schools, grades K-12.

- **Assisting Special Needs Populations Preparedness**
  NCR jurisdictions are assisting people with special needs prepare for disasters.
  For example, the District of Columbia has distributed 4,000 free emergency
  preparedness kits to residents with special needs, and the District is partnering
  with a local hospital to give kits to homebound elderly. Virginia offers emergency
  planning and preparedness classes across the Commonwealth to those who care
  for people with special needs and includes representatives of the special needs
  community in disaster planning. In Maryland, the local Citizen Corps Councils
  and the emergency management community have integrated people who are
  disabled or have special needs into their planning. Using a federal grant, the
  region also established the NCR's Disability Preparedness Initiative to
  incorporate people with special needs into emergency plans. This initiative
  followed a landmark conference with more than 400 representatives from
  disability and special needs organizations, businesses and nonprofits, and local,

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state and federal government agencies. The conference was a forum to share information on best practices and resources related to emergency preparedness.

- **Medical Readiness**
  The region can quickly detect and track a potential bioterrorist attack using its electronic syndromic surveillance system. This regional system connects pharmacists, hospital emergency rooms, schools, veterinarians, laboratories and emergency medical services. Because hospital beds in the region's 34 accredited, licensed hospitals are filled every day, the NCR purchased an additional 1000 hospital bed capacity. This capacity will allow hospitals to treat a surge of patients resulting from a terrorist attack or Pandemic Flu.

- **Equipping First Responders for Responding to All Hazards**
  Police officers and fire fighters have been equipped, trained and exercised in responding to any threat — chemical, biological or radiological. For example, fire fighters and police officers have the protective gear they need to deal with a chemical, biological or radiological disaster, and they have received training in dealing with WMD incidences.

- **Partnering with Nonprofit and Private Sectors**
  The region's private sector organizations have developed an inventory of equipment, materials and services they can provide during an emergency. For example, a private company provided air conditioners to the D.C. Armory for Hurricane Katrina evacuees staying there. The nonprofit community has created a plan to coordinate the delivery of goods and volunteer services during a disaster.

- **Protecting Drinking Water Supplies**
  Working with the more than two dozen water utilities in the metropolitan area, the region has created the Early Warning Water Security Monitoring system. This regional network of biological and chemical monitoring stations can detect low levels of contamination in both untreated and treated drinking water.

These and other examples of our success at working together to address real needs and prepare for our ability to respond in tactical ways to threats and vulnerabilities testify to our continued commitment to regional cooperation. In an environment where there may be less federal support for local readiness, it is our belief that how our communities embrace these initiatives and build enduring capabilities will drive our success at responding to future needs. A challenge we recognize is that local and state governments will eventually own the future support and, in some cases, expansion of initiatives and capabilities begun and developed with federal funds.

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Communications Interoperability

During our last meeting before the Subcommittee we were asked whether our communications infrastructure and devices allowed our first responders to communicate effectively and without compromise. Are our various responders with their differing radios and dispatch systems able to communicate with one another in time of crisis or need? The answer is Yes. We have nearly total voice interoperability across the region. On any given day, at any time, across the river, up the river, down river, and throughout the region first responders have the ability to talk with one another. This ability to communicate is as much a testament to creating a system of overlapping mutual aid commitments and policies and procedures as it is the technology. The solution to being able to talk with one another during an emergency requires that governments address both of these sides of the equation.

Earlier this month we held our Tactical Interoperable Communications Plan Exercise in Alexandria to test our interoperable voice capabilities across nearly 50 different agencies and responder groups. Exercise participants included firefighters, police officers and others from the City of Alexandria, Arlington County, District of Columbia, Fairfax County, Frederick County, Loudoun County, Montgomery County, Prince George's County, Prince William County, Maryland State Police, Maryland Department of Transportation, Virginia State Police, Virginia Department of Transportation, FBI and ATF. We also hosted legislative staff from this Subcommittee and regional Congressional Delegation staff to witness the exercise.

Communications operability, interoperability, information sharing, and information synthesis must all be addressed in a comprehensive way in order to respond effectively to the myriad threats and vulnerabilities in our region. In the region we have had to address the need for basic connectivity; basic communications devices; mobility; above and below ground structural communications impediments; and data fusion concerns that have driven the region to a very comprehensive approach to solving for our communications interoperability needs.

Our responders across the region have the full capability to communicate across jurisdictions and across device and infrastructure platforms in the case of any emergency.

At the end of this testimony we have included a chart (Appendix 1) which details our achievements in this area and our future vision for providing full data, voice, and video communications capability to the region.

Finally, the NCR plans for further voice and data interoperability enhancements.

Voice/Land Mobile Radio
- The Commonwealth of Virginia is implementing the STARS system that includes 700 MHz portable radios able to operate directly on NCR 800 MHz radio networks. The system is expected to be fully implemented by 2009.

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- The State of Maryland is planning a 700 MHz statewide deployment that will result in enhanced interoperability with NCR 700/800 MHz systems. The system is currently in the design stage and is expected to be fully implemented by 2011/2012.
- The State of Maryland has made systematic infrastructure investments in the state's tower and microwave backbone over the last eight plus years, which will dovetail with the 700MHz statewide system that is ultimately deployed.

NCR Data Interoperability Infrastructure Projects

NCRnet - Through the development of a regional interconnected government fiber network (INETS), a regional government wireless broadband network (RWBN) and a regional data exchange hub (DEH), this infrastructure provides secure, non-commercial, restricted access to critical regional communications networks for both high speed fiber optics and wireless broadband mobile communications to ensure that the infrastructure for facilitating real time, anytime data communications within the NCR is achieved. The DEH will organize and make available ESF data and applications on demand to manage daily and emergency communications in the NCR.

NCR Data Sharing Initiatives
- Emergency Operation Center to Emergency Operation Center Video Conferencing
- EOC to EOC – Common Operational Picture through WebEOC
- Regional Credentialing – FIPS201 compliant card for on-scene access
- LInX – Law Enforcement Information Sharing
- AFIS - Automatic Fingerprint Identification System that provides improved work flow, booking process, criminal identifications and enhanced mug shot capabilities for law enforcement agencies throughout the NCR.PTS – on-scene to hospital incident centric patient tracking
- RoamSecure – email alerts via handheld devices expansions
- National Capital Region Syndromic Surveillance Network (ESSENCE) – health trend surveillance network for disease
- HMARS – Hospital Mutual Aid Radio System

NCR Interoperable Communication Financial Investments

In a focused effort to improve interoperable communications, extensive investments have been made within the National Capital Region in advanced communications facilities, interoperable radio networks and end user radios, information exchange and analysis solutions, emergency alerting, Emergency Operations Centers and various other systems and solutions to advance the NCR's emergency preparedness and response.

The projects, the respective financial investment into these projects, the lead recipient and the source of the project finding are detailed in the table in Appendix 2. The projects

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listed, although not a comprehensive listing of all NCR investments made by local NCR jurisdictions and the states of Maryland and Virginia and the District of Columbia, represent the most significant interoperability focused projects and source funds from UASI and State Homeland Security grants, local jurisdiction investments along with state and District project funding.

There has been a concerted effort by governments in the NCR to advance interoperable voice and data communications and although the region has not yet achieved its desired standard, the collective achievements to date, together with the "in progress and future projects", will provide the level of communication interoperability required to ensure the highest levels of security and preparedness.

Implementing the Strategic Plan

Implementing the core components of the Strategic Plan is a challenging process involving the entire NCR stakeholder community, including government, private, and civic sectors. Tangible initiatives, programs, and projects must be aligned and staged to accomplish the Objectives. Funding sources must be identified, resources allocated, and oversight and accountability guaranteed.

Developing Initiatives

Moving from Vision, Goals, Objectives, and then to Initiatives, details increase as the scope narrows for each component level. Like the other core components of the Strategic Plan, the Initiatives rely on the same tenets of transparency, collaboration, and inclusiveness to gain acceptance and commitment among the NCR Partners. In terms of substance, the Initiatives are a composite of related programs and projects, any or all of which may be funded and implemented at the same time. This generally requires multi-disciplinary teams for implementation.

All 30 Initiatives appear in Volume II, Appendix A of the Strategic Plan. A snapshot of each initiative includes: general description, key tasks and milestones, anticipated outcomes, performance measures, lead organization, and an order of magnitude estimate of costs.

Governing and Managing Implementation

As previously noted the NCR has no inherent statutory authority to act on its own and is not an operational entity. As a result to succeed, an effective long-term strategic plan for homeland security across the NCR must rely heavily on the tenets of inclusiveness, transparency and consensus as well as a collaborative planning culture and process. The table below shows various NCR Partners and stakeholder groups and their primary role(s) in developing and/or implementing the Strategic Plan.

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Governance and Management Roles of the Homeland Security Partners		
Engagement Level	**Principal Role(s)**	**Participating NCR Partners**
Strategic	• Setting and changing the strategic course • Exercising oversight • Securing and allocating resources	• Emergency Preparedness Council (EPC) • Senior Policy Group (SPG) • Chief Administrative Officers (CAO) Committee
Programmatic	• Deploying resources • Measuring and reporting progress • Designing and managing programs & projects	• SPG • CAO Committee • NCR Grants and Program Management Office • Metropolitan Washington Council of Governments (MWCOG)
Execution	• Staffing and executing projects • Assigning accountable project managers • Measuring and reporting progress	• NCR Grants and Program Management Office • MWCOG • Emergency Support Functions (ESFs) & Regional Program Working Groups (RPWGs)

The Metropolitan Washington Council of Governments Emergency Preparedness Council, which unanimously adopted the Strategic Plan on September 13, includes a combination of government, private, and civic organizations, ensuring that stakeholder views are appropriately represented and considered. There are other important institutions that exercise their oversight and advisory responsibilities, including Congress and the Government Accountability Office (GAO).

Gauging Performance

Performance measures play a vital role in gauging progress and making mid-course corrections. The Strategic Plan includes measures to gauge performance, covering the full spectrum of activity, output, and outcome measures for the core elements of the Strategic Plan. Generally, the Strategic Plan relies on outcome measures for assessing progress in reaching goals. Outcome and output measures provide a means to evaluate the status of objectives and for tracking completion of initiatives. See Volumes I and II for details on the concepts and specific measures proposed for this Strategic Plan. Section 4.4 in Volume I describes how performance management concepts (including measures) are being applied. Appendix A in Volume II lists the specific performance measures for each of the 30 Initiatives.

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Managing Funded Projects: The Role of a Project Management Office

The Office of Homeland Security Grants and Program Management was established within the Office of the Deputy Mayor of Public Safety and Justice (ODMPSJ) in the District of Columbia in 2004. The Office functions as the State Administering Agency (SAA) for the District and the NCR and responsibility for program administration and management of homeland security grants was consolidated under this office.

The mission and scope of the PMO are derived from Strategic Goal 1 of the Strategic Plan: "*A collaborative culture for planning, decision-making, and implementation across the NCR"* and the three objectives under that goal*:*

- *Strengthen the regional homeland security planning and decision making framework and process to include performance and risk-based approaches.*

- *Establish an NCR-wide assessment and requirements generation process to identify and close gaps in preparedness capabilities by effectively utilizing both public and private homeland security resources.*

- *Enhance the oversight and accountability for the management of investments and capabilities to ensure enduring and sustainable preparedness across the NCR.*

The PMO was established to effectively manage the more than $234 million in homeland security grant funds granted to the Region as of 2006. The Office manages large-scale project and issue complexity and changes that arise during the program implementation and project execution phases of the Region's Homeland Security Program. The PMO guides the implementation of the Strategic Plan, and measures the performance toward achieving the Plan's goals and objectives, through the management of the multiple *initiatives*, *programs* and *projects* funded through the HSGP-approved investments.

Key benefits of the PMO include:

- Providing focus on goals, objectives, and critical success factors.
- Ensure fiduciary responsibility.
- Managing timelines and dependencies across multiple projects.
- Facilitating greater senior executive involvement.
- Enabling aggressive management of cost.
- Tracking and monitoring deliverable realization.
- Monitoring and mitigating risk.

A critical role of the PMO is to develop and implement the necessary processes, methodologies and tools to ensure projects are completed on schedule and within budget and scope.   Examples of the tools utilized to gauge the NCR's Homeland Security success include:

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1. Project Plan Template (Attachment A) - The project plan guides the work the project team   will complete to satisfy the proposal outlined by the sub-grantee in the grant application. The project manager will report progress toward completing the work outlined in the project plan via the monthly status report to the NCR PMO.

Fundamentally, the project plan addresses a core requirement of the grant terms and conditions for all grants issued for FY05, FY 06, and all subsequent years. Based on industry standards and lessons learned from managing the Urban Area Security Initiatives (UASI) grants, a comprehensive project plan allows the PMO to monitor the project, meet grant objectives, and provide/measure the needed capabilities.

2. Project Management Terms and Conditions – The following are the terms and conditions associated with all sub-grants let from the PMO office and are signed off by the local jurisdictional lead for the project within the NCR:

    a. The sub-grantee will prepare a Gantt chart in Microsoft Project Manager (2003 or compliant) for their project. Once completed, the chart will be maintained monthly and a new file of the chart provided to the assigned SAA grant and/or project manager. The chart will include minimally significant milestones for the project including significant tasks, required procurement activities, decision points, milestone dates for intermediate and the final deliverable and reimbursement/billing dates from the SAA (as applicable). Assistance from the assigned SAA grant and/or project manager is available if required.

    b. The sub-grantee will address how life cycle requirements for the projects will be met. These requirements include, but are not limited to, identifying on-going costs related to the project such as storage and location for items procured, identification of the personnel or government unit responsible for the items once delivered, maintenance and training required to continue operation including the cost of such items (as possible to determine) and identification of the source of these funds to perform these activities.   If part of a larger initiative which will require additional funding, the initiative will be identified as well the total cost and the source of funding identified to procure it. The sub-grantee will state expected useful life of the deliverable.

    c. The sub-grantee will identify a full-time, dedicated Project Manager for the project if the value is in excess of $1M. If the recipient does not consider this necessary (e.g., it is a straightforward purchase of equipment), a waiver request to this requirement should be included in their submission to the SAA.

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      d.   The sub-grantee will support additional Project Management reviews including in person/telephonic project reviews and quality assurance inspections of deliverables on a monthly or as required basis.

3. Quarterly PMO Briefing - The briefing provides an excellent forum for the Regional Committees/Panel to inform R-ESFs/Committees of their actions to date, current activities, and future plans. It also gives the Regional Committees/Panel an opportunity to receive feedback and to address any questions or concerns from the R-ESFs/Committees.

The PMO works directly with the RPWGs and R-ESFs and ensure frequent communication with the NCR senior management team (i.e., the SPG and CAO committee) and other regional stakeholders. The PMO will be held accountable for meeting the performance measurements set forth in Enhancement and Investment Plans presented in the NCR application for the HSGP UASI.

As of today, the PMO has successfully closed out and expended FY 03 Part 1, FY 03 Part 2, and FY 04 UASI sub-grants totaling $92.4 million. We are working diligently to effectively close out and expend the FY 05 UASI by the end of March, 2007. The FY 06 UASI was just awarded on June 30, 2006 and the NCR has already obligated over 85% of the grant award and working with the local jurisdictions to produce project plans.

Grant	Effective Award Date	Period of Performance	Grant Award	Expended (Subawards/ Contracts)	Balance of Subawards /Contracts
03 Urban Areas Security Initiative I	12/30/2003	6/1/03 - 11/30/05	$18.1	$18.1	$0.0
03 Urban Areas Security Initiative II	12/30/2003	7/1/03 - 6/30/06	$42.4	$42.4	$0.0
04 Urban Areas Security Initiative	3/29/2004	12/1/03 - 5/30/06	$31.9	$31.9	$0.0
05 Homeland Security Grant Program	3/1/2005	10/1/04 - 3/31/07	$77.5	$7.35	$70.15
06 Homeland Security Grant Program	6/30/06	6/30/06 – 6/29/08	$46.4	$0	$46.4
	TOTALS:		$216.3	$99.75	$ 116.55

We believe that our approach to managing the projects will manifest in our successfully implementing our strategy, goals, and objectives as laid out in the Plan.

In conclusion, we believe that the updated Strategic Plan represents a significant achievement in continuing to work together in this region and to provide for a safer community. We believe that by having gone through the process to arrive at a consensus strategy that we are better prepared to make decisions about how to leverage the scarce

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human and financial resources of the region in addressing all manner of hazards. We continue to improve our capacity to work together, train together, exercise together, and make decisions together.

Thank you again for the opportunity to appear before the Subcommittee.

We would be happy to answer questions.

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Appendix 1

Accomplishment	Benefit	Next Steps
• Coordinated 800 MHz radio interoperability throughout the region <u>prior to 9/11</u>	• Most NCR radios can communicate directly on each others' networks.	• Prince George's County plans a 700 MHz P25 network by 2008/9 that will enable interoperability with regional 800 MHz users. Maryland has similar plans by 2012 and Virginia's approach provides interoperable 700/800 MHz portable radios by 2009.
• The District of Columbia built a tri-band radio network for increased interoperability	• Enables direct, on network, interoperability with WMATA (operating at 490 MHz) and regional Federal agencies operating on VHF frequencies. Entities can talk <u>directly with a District of Columbia dispatcher</u> without any intermediate steps.	• The USSS and District of Columbia are expanding the VHF component of the system to include secure communications. Radio programming will be expanded to enable more first responders to take advantage of this infrastructure.
• Worked with the CommTech program to deploy interoperability gateways to connect radios that can not otherwise communicate (due to differing frequency or technology – e.g., Motorola Smartnet versus MA/COM EDACS)	• We can link systems and users that have disparate frequencies or technologies throughout the region. Wherever we do not have common frequencies or technologies in the NCR, these systems can enable any radios to communicate.	• Additional drills, training, and educational programs are needed to augment the readiness of use of these systems in the time of crisis.
• Interoperable voice gateways are being used today for regional events. For example, in the City of Alexandria, such a gateway provides Federal, State, and local interoperability during the Moussaoui trial.	• In the time of crisis, these systems become an ingrained component of emergency operations.	• Continued daily and major event use.
• A cache of over 1,250 radios has been purchased	• When users arrive at an incident and do not have radios or do not have radios that can allow communication with local public safety, interoperable radios are distributed to enable communications with those users. The radios are strategically cached in three different jurisdictions.	• Regional exercises to ensure readiness when needed.
• Multiple interoperability radio systems such as PMARS and FMARS are in use throughout the region to connect communication centers	• Dispatch centers have additional methods to communicate in the event that phone systems are down. Dispatchers can relay information to the field and maintain continuity of communication across jurisdictional lines and with the Federal government.	• Continue to operate and support these highly capable systems, continue training efforts and maintain regular testing procedures.
• Common frequency use in NCR enables radio-to-radio	• Provides an additional fall back for interoperability at the scene – was	• Additional 700/800 MHz use by NCR jurisdictions and regional partners will

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Accomplishment	Benefit	Next Steps
communication	used at the Pentagon on 9/11.	enable more first responder to use this fallback mode of communication.
• Upgraded or implemented radio systems in the subway tunnel system	• Provides radio service at UHF and 800 MHz in the tunnel system	• UASI funding is being utilized to upgrade the subway system to provide increased reliability and robustness.
• The Regional Incident Communications and Coordination System (RICCS^sm) provides comprehensive communications tools throughout the region for incident based communications	• For all significant events in the National Capital Region, the RICCS provides a method for emergency managers to disseminate and receive valuable information. The inaugural use of the system provided all emergency support functions with conference calling facilities so they could remain coordinated throughout the sniper incidents of October 2002. More than 1,500 individuals from 50 groups use the system to share information.	• Continue awareness efforts and training through the COG ESF structure and continue to maintain accurate membership lists via regular testing.
• WAWAS (Washington Area Warning Alert System)	• Provides for the dissemination of emergency and/or priority information as well as the coordination between command post in response to an event. The system is a 24 hour continuous private wire landline telephone system used to convey warnings and situational awareness to Federal, State, District of Columbia and local governments, as well as the military and civilian population. There are 106 agencies connected to this system.	• Continue to maintain accurate contact lists via regular testing.

Accomplishment	Benefit	Next Steps
• The District of Columbia has already deployed a 12 site wireless broadband IP network. The Wireless Accelerated Responder Network, WARN, uses an experimental license from the FCC – this is the first implementation of a broadband data network specifically for public safety	• The system provide interoperable video capabilities between Federal and District of Columbia public safety personnel as well provides access to interoperable applications such as CapWIN.	• Integrated and interoperable broadband networks have been designed and planned. UASI funding will provide coverage to the Beltway. Additional funding is needed to
• The CapWIN program provides NCR data interoperability and a national model for governance. The system has been operational since 2004 and has a current enrollment of over 1,500 users from 43 agencies.	• Provides an additional form of interoperable communications by establishing text messaging and access to multiple law enforcement databases throughout the NCR. CapWIN use has increased over 300 percent in the past six months providing greater accessibility among public safety officials	• Integration of CapWIN architecture and governance into Phase I functional implementation of the Data Exchange Hub component of NCR-IP. Permanent Data Exchange Hub solution will incorporate the CapWIN

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Accomplishment	Benefit	Next Steps
	and increased access to law enforcement databases.	application.
• Regional programs such as EMMA and MEGIN from Maryland are examples of interoperable data communications	• Systems provide critical geospatial and other homeland security information.	• Integration of EMMA and MEGIN architectures into Data Exchange Hub Phase I.
• The Office of the Chief Technology Officer's, Wireless Programs Office provides national leadership in the developing areas of wireless broadband public safety communications for public safety, and the spectrum legislation and regulations required to support it	• Effort has educated Congress and public safety at a national level on the feasibility and viability of leveraging commercial broadband wireless technologies for public safety. Ultimately, the solution provides the nation with a cost-effective, public-safety grade broadband deployment	• The NCR will submit a waiver from existing FCC rules to be able to operate broadband systems in the 700 MHz public safety spectrum. The NCR will play a vital role in the FCC rulemaking initiative now underway to create a nationwide and permanent broadband capability.
• WebEOC has been adopted by the NCR as the common Crisis Incident Management System (CISM) to facilitate the management of jurisdictional and regional emergency incident and events, which provide the region with a common critical application on which to best manage and coordinate response to regional incidents	• WebEOC provides a common, interoperable platform for EOC incident response and multi-jurisdictional management and coordination • WebEOC has been integrated into the State of Maryland, Northern Virginia and the District of Columbia to support local incident management and is now being integrated into the entire region	• Continue expanding WebEOC into a common NCR crisis management tool • Integrate WebEOC into HSIN to support exchanges and crisis management with federal response agencies • Expand WebEOC integration into other jurisdictional agencies including police, fire, health, transportation, etc.
• RPDSS - Regional Pawn Data Sharing System - provides law enforcement agencies throughout the NCR	• Provides law enforcement the ability to track and recover stolen property and investigate other cross-jurisdictional crimes.	• Increase the number of investigators (users) thorough out the region. Currently at 1,000+ users.

Appendix 2

NCR UASI Interoperability Funding 2003 to 2005

Fiscal Year	Task No.	Recipient	Project Title	Project Award
03 Part 1	03.1.12.EQ	Fairfax County	NCR Radio Cache (partial)	$3,355,889
03 Part 1	03.1.9.a.PL	Fairfax County	Virtual JIC	$150,000
			Total FY03 UASI Part I	$3,505,889
03 Part 2	03.2.10.EQ	DC-MPD	Regional Intel Centers Interoperability	$200,000
03 Part 2	03.2.10.EQ	MEMA	Regional Intel Centers Interoperability	$200,000
03 Part 2	03.2.10.EQ	Fairfax County	Regional Intel Centers Interoperability	$200,000
03 Part 2	03.2.8.EQ	Direct Purchase	NCR Radio Cache (partial)	$1,807,629

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Fiscal Year	Task No.	Recipient	Project Title	Project Award
			Total FY03 UASI Part 2	**$2,407,629**
FY 04	04.1.8.b.EQ	DC-MPD	Regional Intel Centers Interoperability	$200,000
FY 04	03.2.10.EQ	MEMA	Regional Intel Centers Interoperability	$200,000
FY 04	03.2.10.EQ	Fairfax County	Regional Intel Centers Interoperability	$200,000
FY 04	04.1.16	Direct Purchase	Reverse 911 System for NCR	$300,000
FY 04	04.1.2.PL	Prince George's County	NCR Mass Casualty & Surge Capacity Development Initiative Phase I - Patient Tracking	$2,908,400
FY 04	04.1.15 (was VA3UAS5)	Fairfax County	Northern Virginia WebEOC	$1,285,000
FY 04	04.1.12.a	DC OCTO	Interoperability Project (partial)	$4,300,000
			Total FY04	**$9,393,400**
FY 05	2AUAS5-A	OCTO	Regional Interoperability Project	$11,300,000
FY 05	6BUAS5	NPRT	Production of Integrated 2-1-1 Data Repository	$100,000
FY 05	8DUAS5	Montgomery County	Telecommunications/Computer Assisted Telephone Interviewing Capacity Data Collection and Management Solution	$400,000
FY 05	X11UAS5	OCTO	NCR First Responder Passport Initiative (Credentialing Project)	$3,897,088
FY 05	MD1UAS5	Prince George's County	800MHz transition for Prince George's County	$3,000,000
FY 05	MD3UAS5	MEMA	Software Integration	$1,400,000
FY 05	DC1UAS5	DDOT	Fiber optic link between DC NET and WMATA	$1,000,870
FY 05	5AUAS5	Prince George's County	Integrate Emergency Operation Centers (EOC) and Emergency Communication Centers (ECC) (partial)	$2,300,000
FY 05	8AUAS5	JHU/APL	NCR Syndromic Surveillance Network	$1,800,000
FY 05	04.1.16	Direct Purchase	Reverse 911 System for NCR	$600,000
FY 05	13AUAS5	FFX County PD	NCR Automated Fingerprint Identification System (AFIS)	$8,650,000
FY 05	13DUAS5	Montgomery County	NCR-Local Law Enforcement Information Sharing System (NCR-LLEISS)	$1,000,000
			Total 05 UASI	**$35,447,958**
	Total UASI Funding all 3 years			**$50,754,876.00**

District of Columbia Programs			

FY 02

Project #	Recipient	Project Title	Project Award
PIF 3.6.1	DC OCTO	800 HMZ and UHF Radio Network Design and Deployment	$30,591,000.00
PIF 3.6.4	DCFEMS	Vehicular Repeater System Implementation	$460,000.00

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PIF 3.6.5	DCFEMS	WMATA Tunnel Public Safety Radio Network	$2,000,000.00
PIF 3.6.7	DC OCTO	Microwave Network	$700,000.00
PIF 3.6.9	MPD/FEMS	MPD and FEMS Radios	$7,796,995.00
Total FY03 Capital			**$41,547,995.00**

FY 03

Project Number	Recipient	Project Title	Project Award
PIF 3.6.11	DC OCTO	The WARN Network	$343,620.00
Total FY03 Capital			**$343,620.00**

FY 04

Task No.	Recipient	Project Title	Project Award
PIF 3.6.11	DC OCTO	The WARN Network	$2,918,030.00
PIF 3.6.6	DC OCTO	UHF Channel Upgrade	$1,500,000.00
PIF 3.6.6	DC OCTO	Public Safety Radios	$3,500,000.00
PIF 3.6.6	MPD/FEMS	Back-up Dispatch Facility	$500,000.00
PIF 3.6.6	OUC	Radio Network Operations	$1,850,000.00
Total FY04 Capital			**$10,268,030.00**

FY 05

Task No.	Recipient	Project Title	Project Award
PIF 3.6.11	DC OCTO	The WARN Network	$2,918,030.00
Total FY05 Capital			**$2,918,030.00**

FY 06 (Up to date)

Task No.	Recipient	Project Title	Project Award
PIF 3.6.11	DC OCTO	The WARN Network	$638,462.00
Total FY06 Capital			**$638,462.00**
Total for FY02 through March 2006			**$55,077,675.00**

Commonwealth of Virginia			

FY 04-06

Funding Source	Recipient	Project Title	Project Award
State Bond	Statewide	STARS - State Police Radio Network	$215,000,000.00
County Bond	Fairfax County	STARS - State Police Radio Network for Fairfax County	$16,930,000.00
NIJ	Stafford County	Enhance Radio Interoperability	$75,000.00
NIJ	Arlington County	Enhance Radio Interoperability	$75,000.00
NIJ	Manassas Park	Enhance Radio Interoperability	$75,000.00
Total Capital			**$232,155,000.00**

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State of Maryland			
FY 02 - 05			
Funding Source	**Recipient**	**Project Title**	**Project Award**
State Funds	Entire State	MD Incident Management Interoperable Communications System (MIMICS);Maryland Eastern Shore Interoperable Network (MESIN); Central MD Area Regional Communications (CMARC);Emergency Management Mapping Application (EMMA); MD Emergency Geographic Information Network (MEGIN); NetWork.MD and others	$100,000,000
Total Capital			**$100,000,000**

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Attachment A

Project Plan

[Enter the project title here]

Contact Information	
Contact name:	
Title:	
Organization:	
Jurisdiction (if applicable):	
E-mail address:	
Phone number:	
Facsimile number:	
Mailing address:	
Project Information	
Period of Performance:	7/1/2006–6/30/2008
Grant №:	
Grant Award:	$
Related Documents:	

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Project Summary

Summarize your project in a few sentences for each category:

Initiative (the problem outlined in your application):	
Approach (the tasks you'll complete take to accomplish the initiative):	
Benefits & Outcomes (how you'll be better off once you're done):	

NCR Strategic Initiatives

For each strategic initiative that your project supports, describe *how* it helps achieve the initiative.

Strategic Initiative	Description

DHS Target Capabilities

For each target capability that your project supports, describe *how* it helps achieve the capability.

Target Capability	Description

Risk and Goals
Risk

In a few paragraphs, tell us about the current threat to which you are responding. We want to understand what threat you're addressing.

Goals and Outcomes

Next, describe your project goals and the outcomes for each in the table below. We've added an example; please delete it before you add yours.

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Goal	Outcomes
Example: Improve building security	Installed exterior lighting High-security exterior doors Upgrade building intrusion system

Approach

Tell us in detail how you'll accomplish the project.

Tasks

First, list the tasks you will perform to complete the project. Use the table below—for which you'll need to delete the example contents before you add yours.

№	Task Title	Description	Planned Completion
1	Example: Decide on specific products and/or services		7/30
2	Example: Write request for proposal and obtain vendor bids		8/30
3	Example: Obtain executive decision		9/15
4	Example: Procure products and/or services.		11/30

Deliverables

List the project deliverables, the tasks a description, and the estimated cost.

Deliverable	Planned Delivery	Estimated Cost
Example: Intrusion System Upgrade	6/07	$5,000
		$

Ensure you include all deliverables promised in your grant application and other commitments to stakeholders and sponsors.

Project Team

This section describes the resources you expect to engage to complete the project. In the table below, include team members and committees important to the success of the project.

Name	Role	Description of Activities
Example: John Brown	Project manager	Identify project tasks, manage budget, garner decisions from committees, and provide monthly status report.
Example:	Final decision authority	Review recommendation of

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Name	Role	Description of Activities
Management Committee		products/services to procure. Approve vendor recommendation.

Project Dependencies

The most common reason projects of this type are completed late is that project managers don't account for a task relying on completion of another task or resource (e.g., an executive committee to make a decision).

Question	Response
Does this project conflict or compete for resources with another project?	
Does any other project depend on this project?	
Completion of which tasks are most likely to delay the project?	

NB: These are project dependencies, not task dependencies addressed under the following section.

Project Methodology

Project Schedule

For your project, we require the following items in the form of a Gantt chart:
- Work Breakdown Structure,
- Planned start and end dates,
- Resources, and
- Deliverables (shown as milestones).

Projects with grant awards over $100,000 are required to use Microsoft Excel or Microsoft Project to complete the project schedule of your plan.

Project Assessment Risk Plan

Possibly the most challenging portion of the project plan is the risk assessment plan. If you anticipate the risks, you'll be more likely to either avoid them or minimize their effect. For each of the following four risk areas, please identify and address how you will manage the risks.

Scope

Identify the factors that could expand or contract the scope of the project as it is defined in the grant proposal.

Risk Title	Likelihood (High, Medium, Low)	Mitigation Steps

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Risk Title	Likelihood (High, Medium, Low)	Mitigation Steps

Budget

Identify risks such as where the budget for the project may be threatened by the availability of resources, vendor agreements and contract terms, etc.

Risk Title	Likelihood (High, Medium, Low)	Mitigation Steps

Timeline

Here, the absence of skilled resources, or delays in providing a resource, will affect the timeline of the project, may threaten the quality of deliverables, and may result in cost overruns.
Ensure you **include a discussion on procurement delays**, a common problem in meeting the project timeline.

Risk Title	Likelihood (High, Medium, Low)	Mitigation Steps
Procurement delays		

Executive Support

This section assesses the effect a change in leadership or executive direction, or the absence of executive support and sponsorship, could have on the overall project plan – cost, scope, and timeline.

Risk Title	Likelihood (High, Medium, Low)	Mitigation Steps

Assumptions (optional)

It is appropriate to list any specific assumptions you are operating under which guide decision making, priorities, resource engagement, etc. The table below provides an example of assumptions you may make in the course of planning a project. Periodically revisit the assumptions list to determine if the assumption is still valid and if there are any new items to include on the list.

Description	Notes

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Description	Notes